

# CONFLICT IS GOOD



# Conflict

What's the first word that  
comes to mind when you  
think about conflict?

A background image showing three people in an office setting. On the left, a woman with curly hair and glasses is smiling. In the center, a woman with short blonde hair is smiling. On the right, a man is seen from the side, looking down at a document. They are all looking at papers or a screen, suggesting a collaborative work environment.

Being dismissive  
What Behaviors are Associated with  
Arguing  
Not listening  
Being sarcastic  
Workplace Conflict?  
Gossiping  
Caving in  
Finger-pointing  
Belittling  
Being disrespectful  
Complaining about someone

A background image showing three people in an office setting. A woman with curly hair and glasses is on the left, a woman with short blonde hair is in the center, and a man is on the right. They are all smiling and looking at a document held by the woman in the center. The image has a blue overlay.

# How much time do you spend on conflict?

# The Cost of Workplace Conflict

A background image showing two men in business suits. One man is seated at a table, gesturing with his hands while speaking. The other man is leaning over the table, pointing his finger at the seated man, indicating a conflict or disagreement. The image is in a light blue, semi-transparent style.

The typical manager spends  
**25 - 40%** of his or her  
time dealing with workplace conflict.  
(1-2 days every workweek)

*-Washington Business Journal*

# The Cost of Workplace Conflict

A background image showing two men in business suits. The man on the left is seated and gesturing with his hands while speaking. The man on the right is leaning over a desk, pointing his finger at the first man, appearing confrontational. The image is faded to serve as a background for the text.

**\$359 Billion**

(2.8 hours per week – \$17.95 per hour)

-[www.Entrepreneur.com](http://www.Entrepreneur.com)



# The Cost of Workplace Conflict

“Unresolved conflict represents the largest reducible cost in many businesses, yet it remains largely unrecognized.”

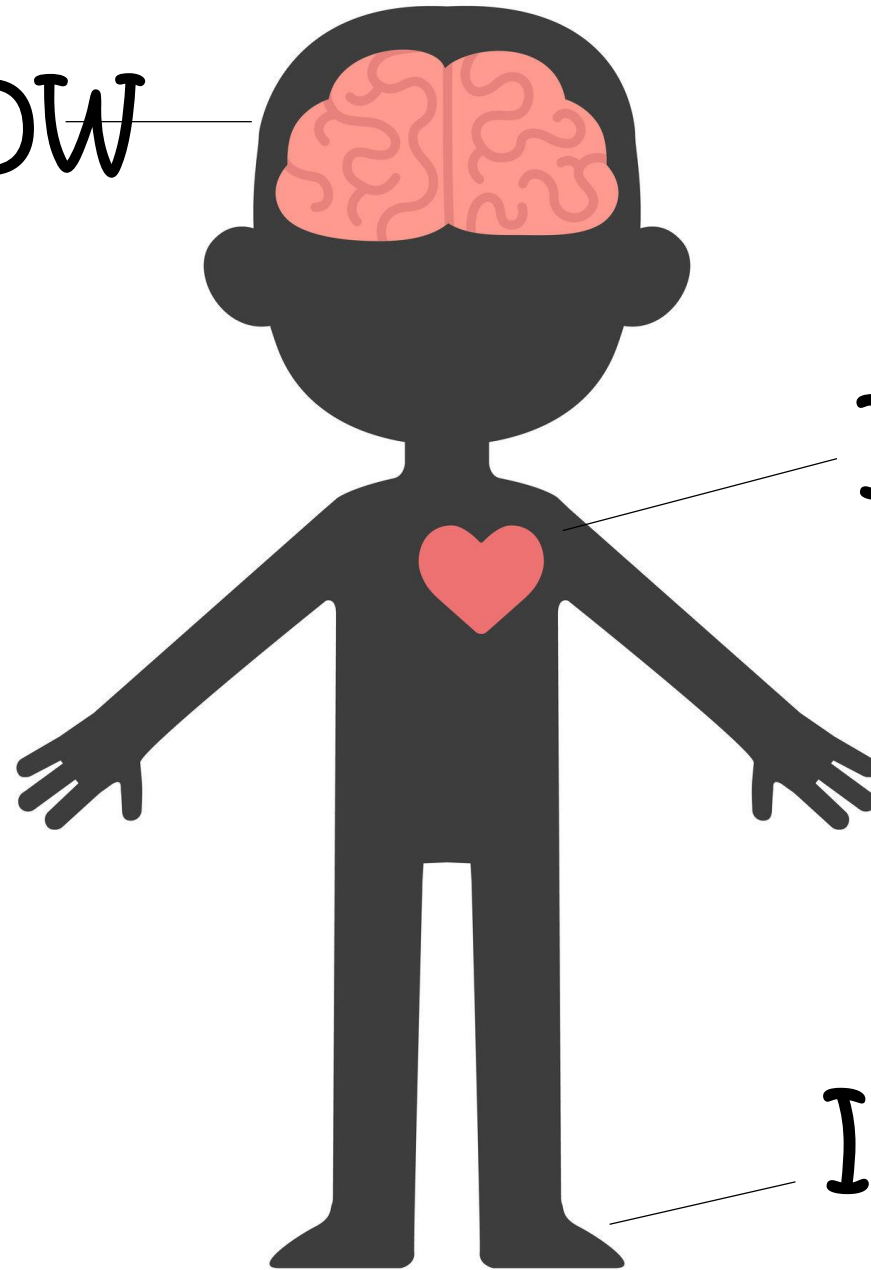
*Controlling the Cost of Conflict*  
-K. Slaikeu and R. Hasson

A background image showing three people in an office setting. A woman with curly hair and glasses is on the left, smiling and looking at a document. A woman with short blonde hair is in the center, also smiling and looking at the document. A man is on the right, looking up at the women. They are all holding papers and appear to be in a collaborative work environment.

What if your organization could  
empower its  
employees to have  
productive conflict?



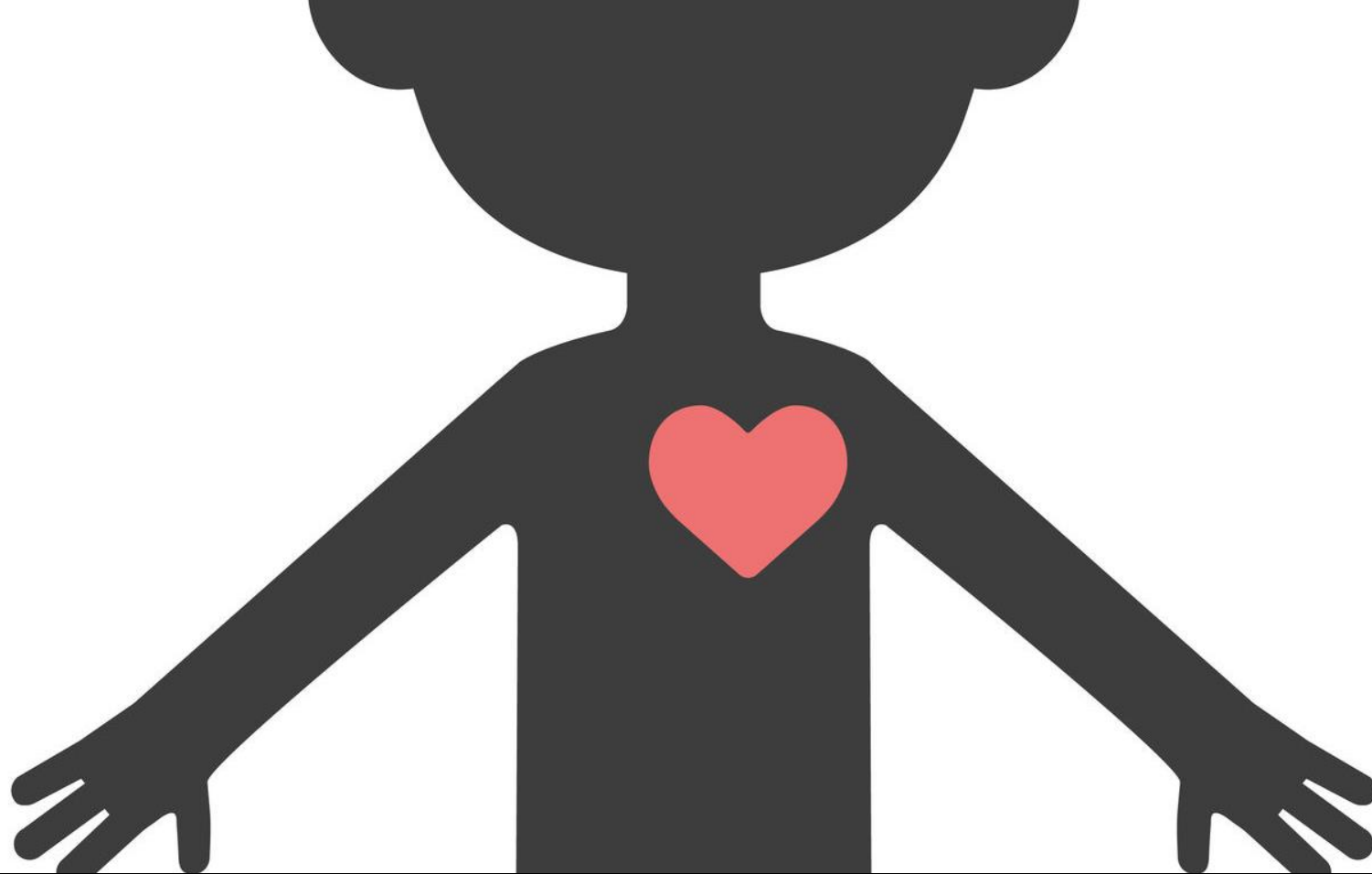
I KNOW



I BELIEVE

I DO

Think about a recent conflict that you had and you wish it would have had a better ending.



I BELIEVE

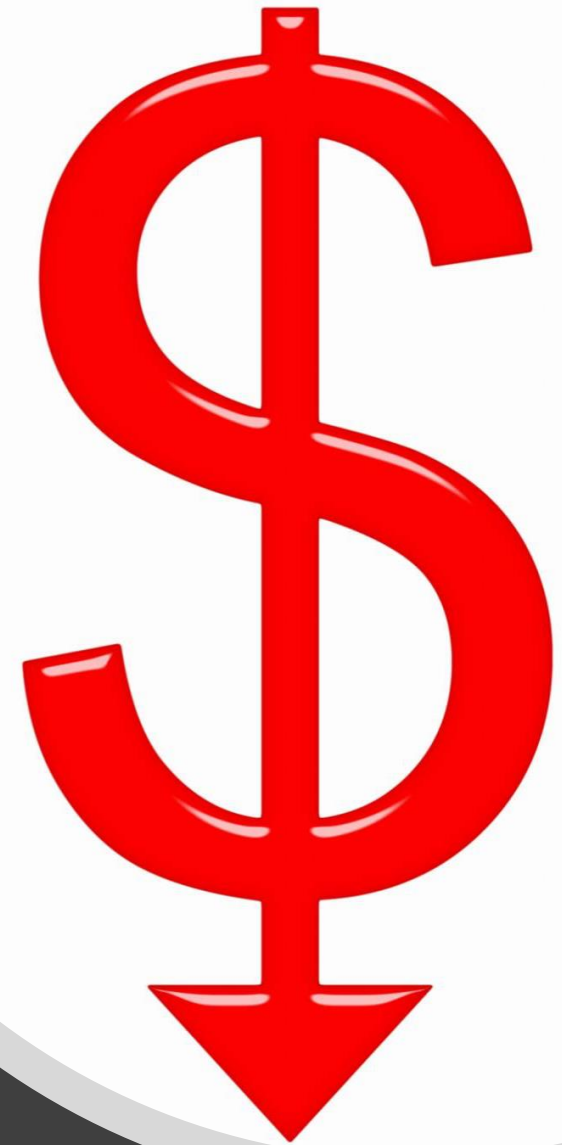
*Conflict is Good  
Because...*

*Conflict around IDEAS  
is simply the pursuit of truth*



It's on your balance sheet as  
a liability or an asset

- Fewer new ideas generated
- Incivility on the rise
- Whistle blowing
- Negative reputation

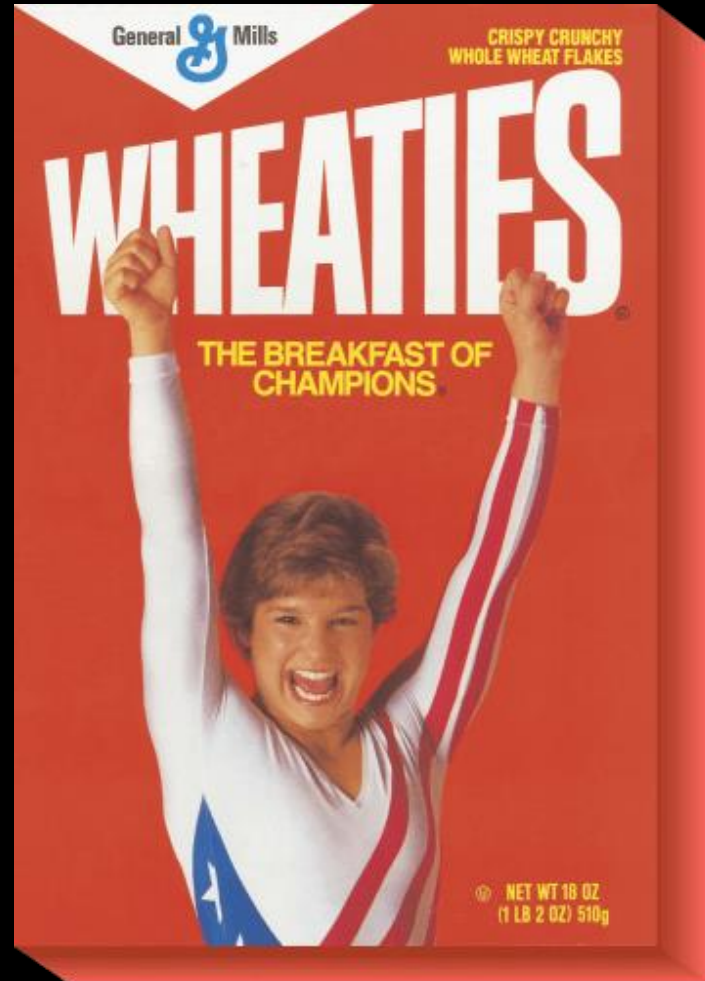




- Innovative ideas
- Quicker decisions
- Improved morale because people feel valued
- Safe workplace



# ONCE UPON A TIME...



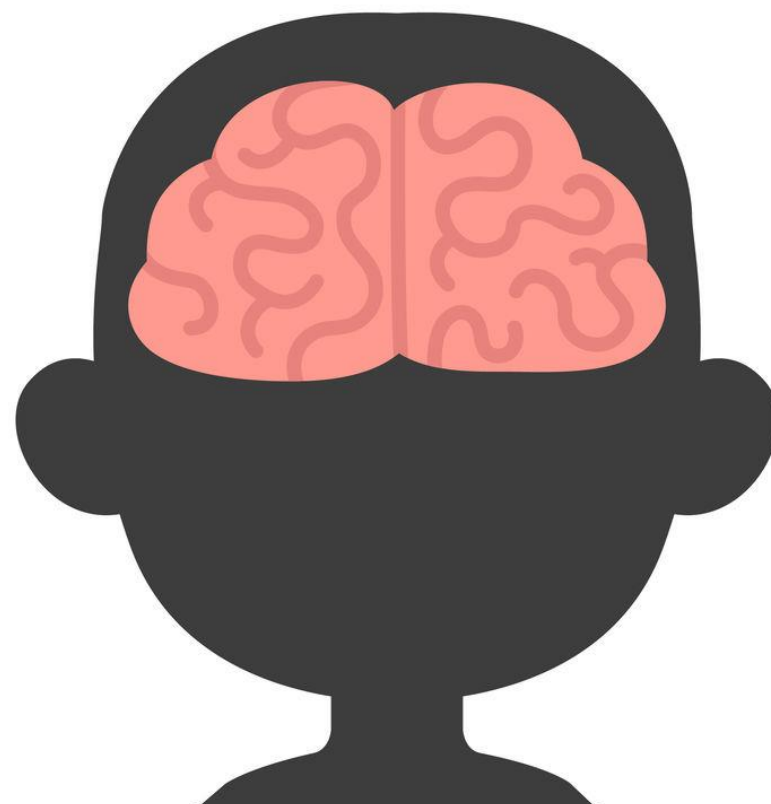
# “Conflict Resolution” VS. “Productive Conflict”

# Conflict Resolution

- Trying to resolve issues without confrontation
- The process of attempting to resolve a dispute or a conflict
- Negotiation, mediation, or arbitration
- Step-by-step process to eliminate conflict

# Productive Conflict

- Understand your response in a conflict situation
- Understand how others respond to conflict
- Explore the connection between automatic thoughts and destructive conflict behavior
- Reframe your thoughts so you can consciously choose a productive conflict response

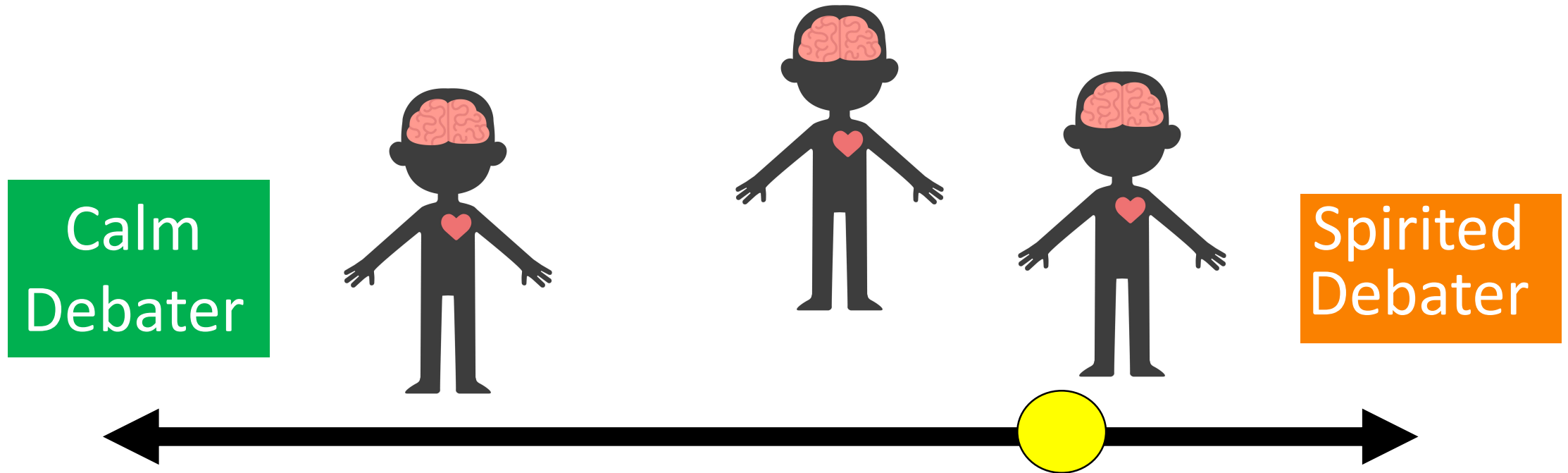


I KNOW

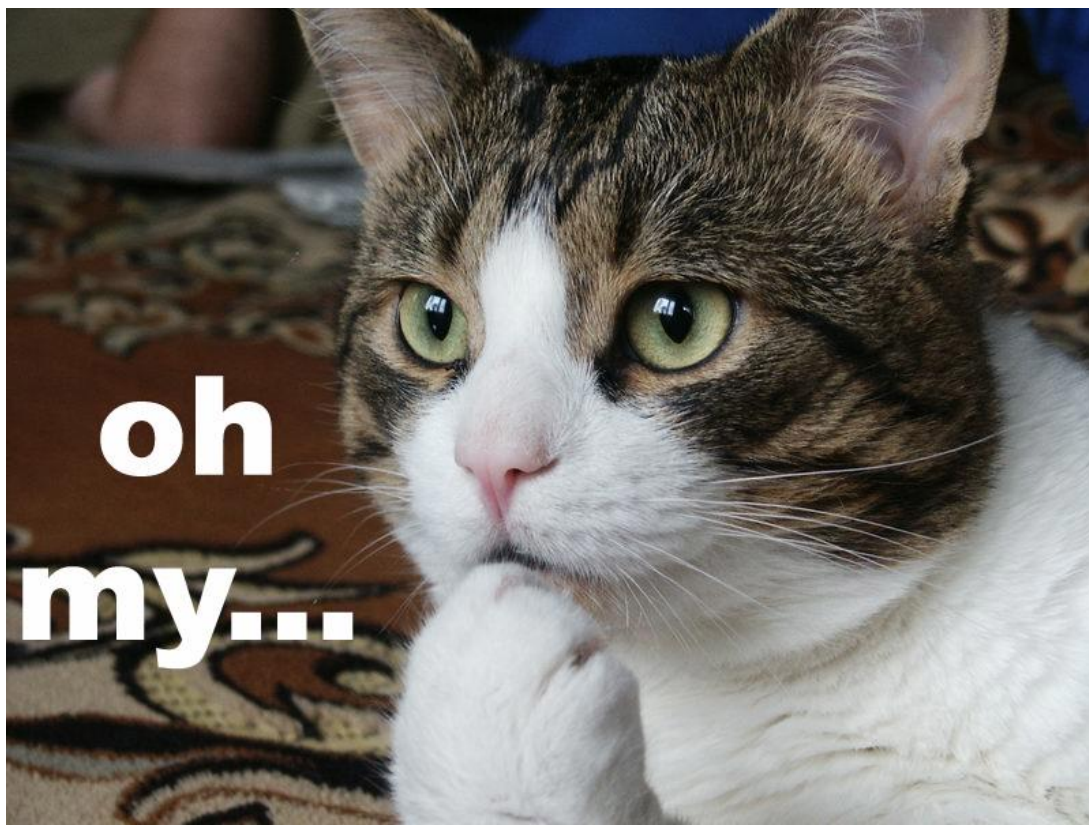
Conflict  
looks different  
on everyone



# DIFFERENT IS GOOD



## Calm Debater

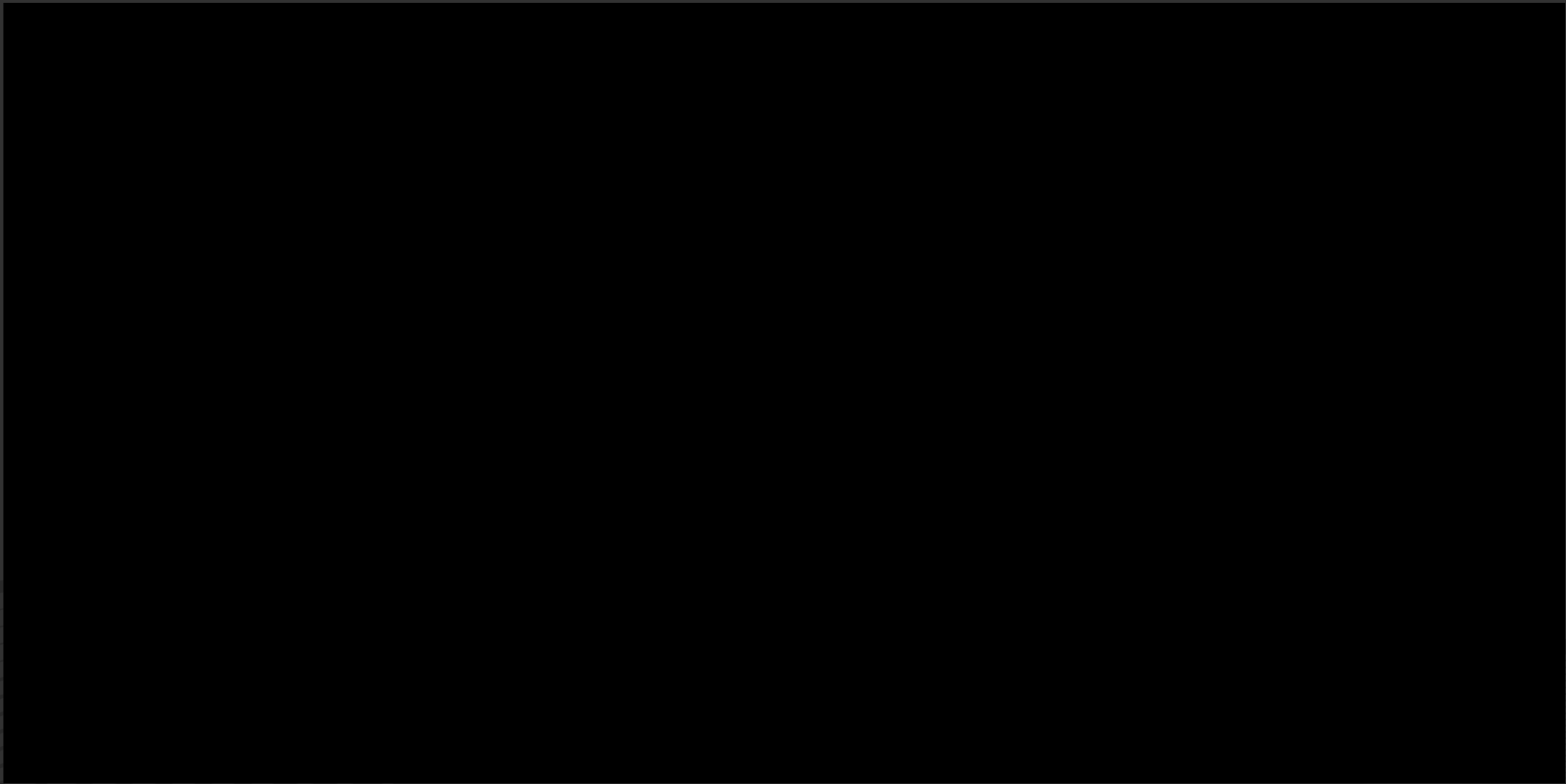


## Spirited Debater



*We judge ourselves by our intentions and  
others by their behaviors.*

- Stephen Covey



I have  
automatic  
thoughts












What! You  
think you're  
special?

I can't believe this  
cheater is trying  
to cut!

They are not  
going to make a  
fool of me.



They must be  
late for an  
important  
meeting

They must not  
have known this  
lane merges

They must have  
an emergency

# BEHAVIORS IN CONFLICT

- Argue
- Caving in
- Defensiveness
- Overly dramatic
- Gossip
- Overpower
- Passive Aggression
- Sabotage

- Acknowledge feelings & Listen
- Communicate openly
- Healthy debate
- Apologize
- Take ownership
- Speak up about problems
- Show flexibility
- Revisit unresolved issues





A close-up of a woman's face, looking upwards with a concerned expression. Her hair is dark and pulled back. Three thought bubbles are connected to her head by lines of varying thickness. The largest bubble is on the left, containing the text 'She's afraid to call me directly'. A medium-sized bubble is on the right, containing 'She doesn't care about my schedule'. A smaller bubble is at the bottom right, containing 'She's gone bananas'.

She's afraid to  
call me  
directly

She doesn't care  
about my  
schedule

She's gone  
bananas

# BEHAVIORS IN CONFLICT

- Argue
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**I FORGOT**

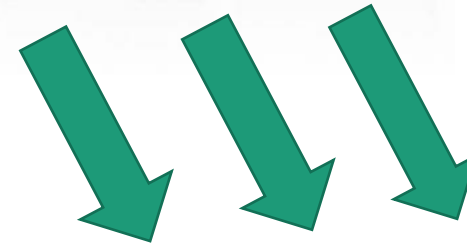
**MY CELLPHONE**



# REFRAME

1. Is this actual and true?
2. Is there another perspective?
3. Could I be exaggerating this?





First, step back  
Then, reframe

CONFLICT

AUTOMATIC THOUGHT

PRODUCTIVE RESPONSE

It is never too late...

What can you do to change your ending?





I DO



# BEHAVIORS IN CONFLICT

- Argue
- Caving in
- Defensiveness
- Overly dramatic
- Gossip
- Overpower
- Passive Aggression
- Sabotage

C

- Acknowledge feelings & Listen

C

- Communicate openly
- Healthy debate

M

- Apologize

M

- Take ownership
- Speak up about problems
- Show flexibility
- Revisit unresolved issues



# Destructive or Unproductive Responses

Thinking about your last conflict....

✓ Check any destructive or unproductive behaviors the other person did.

★ Star any destructive or unproductive behaviors that you did.

Now that you know more about DiSC® and conflict, let's look at why we sometimes respond destructively instead of productively to conflict. For most of us, conflict situations are threatening, and it's our instinct to protect ourselves. We may react so quickly that we don't even think about what we're doing. But beneath the surface, there's a process playing out: a conflict event triggers an automatic thought, which in turn triggers a destructive response.

CONFLICT

AUTOMATIC THOUGHT

DESTRUCTIVE RESPONSE

### What are some common destructive responses?

To change our responses in conflict, we need to recognize both the automatic thoughts that lead to the behaviors and the responses themselves. Let's start by looking at typical destructive behaviors.

- First, put a **checkmark** in the circle next to the three behaviors **others** do that bother you the most in conflict.
- Then, put a **star** next to the three behaviors that **you do most often** in conflict.

*Note: You can learn more about these destructive responses on pages 12–17.*

Arguing	★	<input type="radio"/> Gossiping/ complaining about someone
Belittling	<input type="radio"/>	★ <input type="radio"/> Becoming hypercritical
Caving in	✓	<input type="radio"/> Overpowering
Defensiveness	<input type="radio"/>	<input type="radio"/> Passive-aggression
Dismissing others' opinions	<input type="radio"/>	✓ <input type="radio"/> Revenge/looking to even the score
Becoming overly dramatic	<input type="radio"/>	<input type="radio"/> Sabotage/ introducing obstacles
Exaggerating the problem	✓	<input type="radio"/> Sarcasm
Exclusion/ leaving people out	<input type="radio"/>	<input type="radio"/> Stonewalling/ becoming non-receptive
Finger-pointing/ blaming/scapegoating	<input type="radio"/>	★ <input type="radio"/> Withdrawing

*On each continuum, plot how easy or difficult each productive response is for you.*

	Easy	Difficult		Easy	Difficult
Apologizing			Finding compromises		
Determining the root of the problem			Communicating openly and honestly		
Stepping back to reflect			Separating emotions from facts		
Taking ownership of your part in the situation			Showing flexibility		
Giving people time and space			Revisiting unresolved issues		
Acknowledging others' feelings			Communicating respectfully		
Seeking active resolution			Introspecting/being aware of your feelings		
Giving reassurance			Listening		

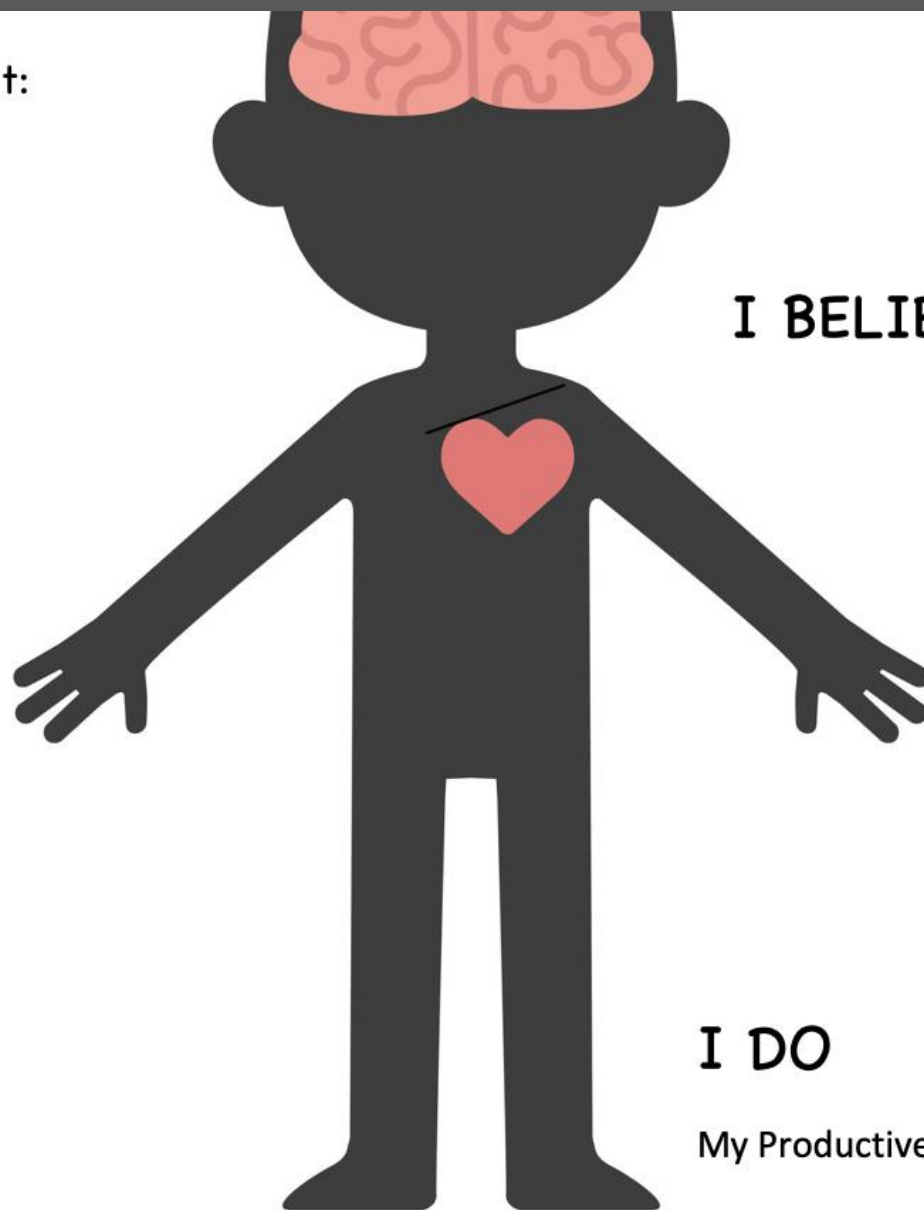
# Why Do I Do This?



- Quick description of each destructive behavior
- Reflection questions to help engage in more productive responses



Reframe Thought:

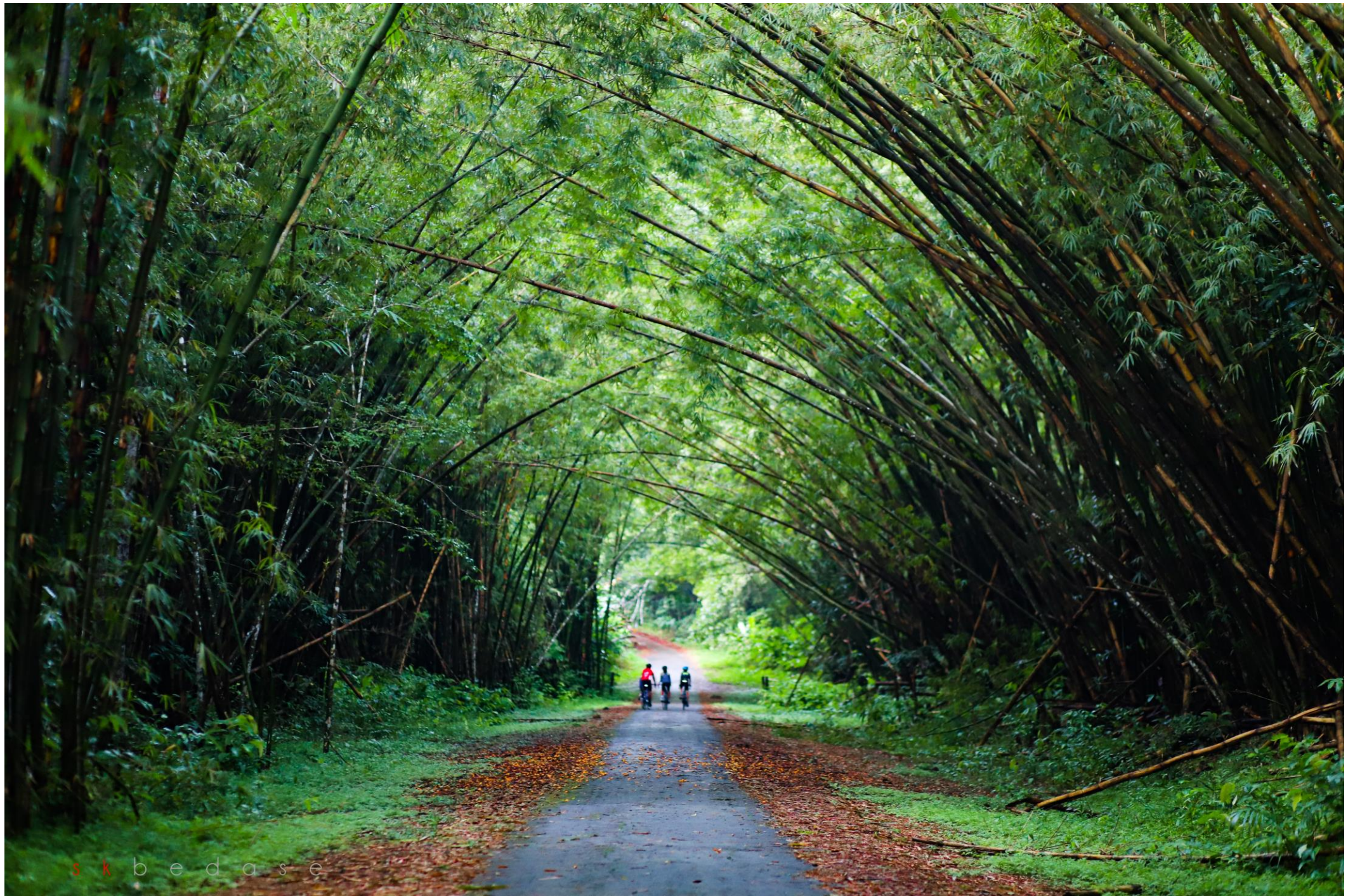


I BELIEVE

I DO

My Productive Response





s k b e d a s e



# LET'S RECAP

1. Conflict around IDEAS is Good!
2. Conflict looks different on everyone
3. We have our automatic thoughts
4. We must reframe our automatic thoughts
5. Choose to respond instead of react



PRACTICE  
MAKES  
PERMANENT

***Do you want more specific  
feedback?***

Take an Everything DiSC®  
Productive Conflict  
Assessment

**Ruby Prescott**

Tuesday, October 10, 2017

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